

# Appendix J:

## Fish, Wildlife and Parks, and Department of Natural Resources and Conservation Actions

### *Tourism and Recreation Goals and Actions*

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public workshops, an online survey, and other meetings and interviews. These goals provide the framework for turning Montana's tourism Vision into reality by 2012.

#### **Actions Identify Steps to Achieve Goals**

To realize each of the goals, specific actions were developed, along with objectives to measure the accomplishment of each action. This appendix lists only the actions for which Montana Fish, Wildlife, and Parks (FWP), and Dept. of Natural Resources and Conservation (DNRC) are responsible to implement and/or report.

Descriptions of the actions begin on the next page, including priority level and responsible partners to lead and assist with implementation (the first partner listed in bold is the lead while the others are partners to support or assist). Partner categories are color-coded, as noted below. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears at the end, along with a key to the partner codes.

#### Responsible Partner categories color coding key:

BLUE	Travel Montana
YELLOW	TAC, State & Local Government (policy makers)
RED	Tourism Regions & CVBs
GREEN	<b>State</b> & Federal agencies (other than Travel Montana)
GRAY	Business and business associations (Chambers, MIKA, TIAM, etc.)
FUSCHIA	MTTA, Tribes, MIBA, BIA
WHITE	Nonprofit organizations (no shading)

## Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

### Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.

Montana has limited public and private resources for tourism marketing compared to other destinations. By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.

1.3.a. Host an annual Marketing Plan meeting between Travel Montana, regions, CVBs, Tourism Advisory Council, MTTA, and other state/federal agencies involved in tourism and recreation, to coordinate the marketing planning process. Schedule the meeting in January or February prior to the region/CVB Marketing Plan deadlines. Highlight successful programs. Discuss and identify priority target markets, state marketing strategies to reach each market, and ways to coordinate and leverage state and local marketing efforts. Discuss the relationship between tourism marketing and public land/facility management capacity, and how results of marketing strategies will be measured by all partners.

Priority: High

Responsibility: TM, TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA

Measurable Objectives:

- Achieve at least 80% participation from representatives of regions, CVBs, TAC, MTTA, and state and federal agencies.
- Develop successful outcomes as measured by participant evaluations.

Responsibility to track/report: Travel Montana

1.3.b. Implement the new Montana tourism brand to enhance the state's image and message in priority markets.

Priority: High

Responsibility: TM, REG, CVB, BIZ, MTTA, DOAg, FWP, DOC, MHS, MAC, MHC, DNRC

Measurable Objectives:

- Encourage tourism and recreation partners statewide to incorporate the Montana brand into marketing efforts.
- Where appropriate, encourage other state departments/agencies to use the brand in their marketing efforts.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI, MTTA

## Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.

### Action 3.4: Continue to enhance the Montana Block Management Program, expanding public access to private lands.

Enhance Montana's Block Management Program to access to private lands for hunting and fishing. Study ways to streamline the process, attract broader participation, evaluate conservation easements, analyze issues of program expansion or limitations, and include concerns about non-resident vs. resident preferences.

Priority: Medium

Responsibility: FWP, SG, LO, BLM

Measurable Objectives:

- Expand participation (enrolled acres) in the Block Management Program to 9 million acres by 2012.
- Use conservation easements where appropriate to preserve sportsmen access to private lands.

Responsibility to track/report: Montana Fish Wildlife & Parks

## Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).

### Action 4.2: Improve and maintain infrastructure, facilities, and services to support heritage and cultural tourism in Montana.

Travelers have become more sophisticated and affluent, and their tastes and expectations have changed. They expect interactive and stimulating displays, professionally printed signs and display labels, well maintained facilities, spotless restrooms, attractive landscaping, and well-trained staff with confident interpretive skills. In exchange, these travelers willingly support high quality facilities and services with entrance fees, retail purchases, gratuities, and donations.

#### 4.2.a. Enhance the interactivity and quality of Montana interpretive displays, programs, and facilities for visitors.

Create partnerships and combine resources to produce professional, accurate interpretive programs, tapes, signage, etc., for guided/self-guided tours. Enhance sites and facilities to accommodate educational programming, workshops, school field trips, and "volun-tourists" to assist with project work. Where appropriate, consider partnering with businesses to sponsor, enhance, or manage programs and facilities. Incorporate age-appropriate programs/activities for children and youth.

Priority: High

Responsibility: MHS, MAC, FWP, NPS, USFS, COE, BOR, BLM, FWS, TRB, NPO

#### Measurable Objectives:

- Complete enhancements to at least two facilities per region annually.

Responsibility to track/report: MHS

4.2.c. Improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons. Montana's historic and cultural facilities often are limited to small numbers of visitors, or summer visitation, because of infrastructure issues like parking, utilities, and housing. Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities (i.e., Virginia City, Glacier National Park lodges, state parks). Develop a state heritage tourism marketing strategy.

Priority: Medium

Responsibility: MHS, MHC, MTRI, NPS, FWP, TRB, MTTA, LG, TM (TIIP)

#### Measurable Objectives:

- Identify and prioritize a list of facility upgrades and funding sources by December 2008.
- Implement infrastructure improvements to at least one facility per region annually.

Responsibility to track/report: MHS, MHC, MTRI, NPS, FWP, MTTA, TM (TIIP)

### Action 4.3: Continue efforts to preserve Montana tribal culture (stories, language preservation, cultural preservation workshops, tribal museums/interpretive centers, tribal arts).

4.3.b. Continue to inventory cultural sites on public lands and determine appropriate interpretation and access for the public. Federal and state land management agencies are required by federal law to identify and preserve cultural sites on public land. In some cases, these sites also present opportunities for education and interpretation for visitors. Successful partnerships to interpret cultural resources help to preserve Montana's rich tribal history, and increase appreciation for them among residents and visitors. An example is the partnership at Lake Koocanusa between the Confederated Salish and Kootenai Tribes, Corps of Engineers, and Bonneville Power Administration.

Priority: Medium

Responsibility: USFS, BLM, COE, FWS, NPS, BOR, DNRC, FWP, TRB

#### Measurable Objectives:

- Implement interpretive/access improvements as approved by Montana tribes.

Responsibility to track/report: MTRI, MTTA

## Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

5.1.d. Identify new opportunities to provide guided educational/interpretive and adventure tours on public and private lands, and work to develop them. Baby boomers, geotourists, and heritage/cultural travelers are interested in educational and enriching experiences while traveling, but often lack the knowledge, skills and/or equipment to enjoy them on their own. Families seek interactive experiences that appeal to kids and teenagers. Private sector businesses can respond quickly to these opportunities. With the cooperation and support of land managers/owners, these businesses can offer value-added services to visitors.

Priority: Medium

Responsibility: FWP, USFS, NPS, BLM, FWS, LO, BIZ, REG

Measurable Objectives:

- Identify potential barriers, solutions, processes, and resources for agencies to develop RFPs in collaboration with private/nonprofit partners.
- Initiate the process of RFP development as appropriate.
- Offer enhanced services to the public through new guided opportunities.

Responsibility to track/report: MTR

## Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.

### Action 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.

Raise the bar of professionalism through certifications and incentive-based rewards for staff, and through board training for tourism, recreation, historic, and cultural organizations.

6.1.b. Sponsor training for staff and volunteer board members of tourism, recreation, historic, and cultural organizations and agencies, using information provided by the Destination Marketing Association International (DMAI), Tourism Industry Association, ESTO, MNA, the National Association of Interpretation, National Recreation & Parks Association, National Main Street Center, etc.

Priority: High

Responsibility: REG, TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA

Measurable Objectives:

- Sponsor at least one training per region annually regarding nonprofit organization management.

Responsibility to track/report: Regions

### Action 6.2: Improve systems to augment Montana's seasonal workforce for tourism and recreation.

6.2.b. Seek volunteers and volun-tourists to augment Montana's seasonal workforce and help with local recreation projects through volunteer opportunities web listings. Increasingly, travelers seek short and long-term volunteer opportunities to make their travel experiences more meaningful. Visitor centers, public campgrounds, land management agencies, and historic/arts groups seek volunteers to help with hosting, trail work, facilities rehabilitation, arts events, reenactments, etc. National volunteer opportunity listings are available at web sites like [www.TakePride.com](http://www.TakePride.com), [www.Volunteer.gov](http://www.Volunteer.gov), [www.Workamper.com](http://www.Workamper.com), and others. Partner with these sites to list Montana volunteer opportunities, provide links to the sites from state, regional and local tourism web sites, and list the sites in visitor guides. If necessary, work with DLI to create a central Montana volunteer opportunities online listing.

Priority: Medium

Responsibility: FWP, MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM

Measurable Objectives:

- Increase listings on state and national web sites for Montana volunteer opportunities.
- Provide ongoing links to volunteer opportunity listings from state/regional/local tourism web sites by March 2008.

Responsibility to track/report: MTRI, Travel Montana

## Goal 7: Improve Montana's transportation system for both residents and visitors.

### Action 7.5: Expand bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.

Form partnerships between local governments, agencies, tribes, private landowners, user groups, tourism businesses, and others to plan, seek funding sources, and address management of Montana's trail system. Use the State Trails Advisory Committee (STAC) to facilitate communication and action between partners. Integrate Montana's trail system with the state's primary transportation network and, where appropriate, provide alternatives to vehicular transportation, according to guidelines in the Montana State Trails Plan, TranPlan 21, and local transportation plans. Improve bike and pedestrian facilities in urban and rural areas, and combine improvements with byway activities for partnerships and federal funding.

Priority: Medium

Responsibility: NPO, MDT, FWP, USFS, FWS, BLM, TRB, LG, BIZ, LO

Measurable Objectives:

- Continue to expand the bike/pedestrian trail systems statewide by 2010.

Responsibility to track/report: MDT, Bicycling organizations

## Goal 9: Increase funding to maintain sustainable tourism and recreation.

As nonresident visitation and Montana's population increase, investments are needed to maintain the state's competitiveness in destination tourism, and to upgrade and maintain public facilities and services to meet resident and nonresident needs and expectations.

### Action 9.4: Provide technical assistance and resources to bolster the capacity of local arts and historical organizations and facilities, to help them increase funding for programming, maintenance, and operations.

Offer training and technical assistance for local attractions (museums, theaters, parks, etc.) about potential revenue opportunities and partnerships to support their programs, maintenance, and operations. Opportunities include entrance/ticket sponsorships, 'friends' groups, corporate donations, gift shops, education activities, VIP cards, etc. Emphasize ways to serve high value visitors while also addressing the needs of local residents, school groups, etc. An example is the partnership between the City of Ft. Benton and the Upper Missouri River Breaks National Monument Interpretive Center, where 'friends' groups assist state, county, and federal organizations/agencies.

Priority: High

Responsibility: MHS, MAC, NPS, USFS, FWP, MTRI, BIZ

Measurable Objectives:

- Provide training for 50-100 participants annually from local arts/historical organizations.
- Increase capacity and funding for historic and cultural organizations/attractions, while improving visitor experiences.

Responsibility to track/report: MHS, MAC

## Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.

### Action 10.1: Recognize Travel Montana as the “Team Captain” to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.

Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it. Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.

Priority: High

Responsibility: TM, ALL

#### Measurable Objectives:

- Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.

Responsibility to track/report: Travel Montana

### Action 10.2: Create public/private/tribal partnerships for cooperative project implementation.

Partners identify ways that their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.

Priority: High

Responsibility: TM, ALL

#### Measurable Objectives:

- Create at least two new partnerships in each region annually.

Responsibility to track/report: Regions, CVBs, MTRI, MTTA

### Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/ federal agency and other partners invited, to discuss the status, challenges, and successes of implementation, and track actions, timeline and responsibilities in the plan. Ensure that all areas of the state are engaged in the process.

Priority: High

Responsibility: TM, ALL

#### Measurable Objectives:

- Conduct at least one implementation workshop per region annually.

Responsibility to track/report: Travel Montana, Regions, MTRI

10.3.c. Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners. Travel Montana will provide a user-friendly online form for all partners to report annually on Strategic Plan progress, successes, and challenges in their area of responsibility.

Priority: High

Responsibility: TM, ALL

#### Measurable Objectives:

- Create a user-friendly online form by June 2008 for reporting progress on Strategic Plan objectives and successes.
- Compile the Strategic Plan annual progress report, and distribute to TAC, Governor, legislature, and industry by January 30 annually.

Responsibility to track/report: Travel Montana

Action Table – FWP and DNRC		Priority	08	09	10	11	12	Lead	Partners
<b>Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.</b>									
1.3	Collaborate with tourism marketing partners to plan/implement priority marketing efforts								
1.3.a	Host an annual marketing plan meeting to coordinate the marketing planning process	H						TM	TAC, REG, CVB, <b>FWP</b> , MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA
1.3.b	Implement the new Montana tourism brand	H						TM	REG, CVB, BIZ, MTTA, DOAg, <b>FWP</b> , DOC, MHS, MAC, MHC, <b>DNRC</b>
<b>Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.</b>									
3.4	Continue to enhance the Montana Block Management Program, expanding public access	M					MO	<b>FWP</b>	SG, LO, BLM
<b>Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).</b>									
4.2	Improve/maintain infrastructure, facilities and services to support heritage/cultural tourism								
4.2.a	Enhance the interactivity/quality of interpretive displays, programs, and facilities	H						MHS	MAC, <b>FWP</b> , NPS, USFS, COE, BOR, BLM, FWS, TRB, NPO
4.2.c	Improve infrastructure at historic/cultural sites to expand visitation and seasons	M	MO					MHS	MHC, MTRI, NPS, <b>FWP</b> , TRB, MTTA, LG, TM (TIIP)
4.3	Continue efforts to preserve Montana tribal culture (stories, arts, language, etc.)								
4.3.b	Continue cultural site inventory on public lands and establish appropriate access	M						USFS	BLM, COE, FWS, NPS, BOR, <b>DNRC</b> , <b>FWP</b> , TRB
<b>Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.</b>									
5.1	Cultivate opportunities to leverage private/public funds to create tourism products								
5.1.d	Identify new opportunities for guided visitor services on public/private lands	M						<b>FWP</b>	USFS, NPS, BLM, FWS, LO, BIZ, REG
<b>Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.</b>									
6.1	Enhance professional development opportunities/requirements for tourism organizations								
6.1.b	Sponsor training for staff/volunteer board members of nonprofit tourism, recreation, historic, and cultural organizations and agencies	H						REG	TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, <b>FWP</b> , MMS, MTTA, MNA
6.2	Improve systems to augment Montana's seasonal workforce for tourism and recreation								
6.2.b	Increase seasonal workforce with volunteers and volun-tourists	M	MO					<b>FWP</b>	MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM
<b>Goal 7: Improve Montana's transportation system for both residents and visitors.</b>									
7.5	Expand bike/pedestrian trail systems among communities, and connections to trailheads	M			MO			NPO	MDT, <b>FWP</b> , USFS, FWS, BLM, TRB, LG, BIZ, LO
<b>Goal 9: Increase funding to maintain sustainable tourism and recreation.</b>									
9.4	Provide technical assistance & resources to bolster capacity of local arts/historical organizations	H						MHS	MAC, NPS, USFS, <b>FWP</b> , MTRI, BIZ
<b>Goal 10: Build an effective "team" to implement the Strategic Plan, and report results.</b>									
10.1	Recognize Travel Montana as 'team captain' to communicate/coordinate regularly with partners	H						TM	<b>ALL</b>
10.2	Create public/private/tribal partnerships for cooperative project implementation	H						TM	<b>ALL</b>
10.3	Implement Strategic Plan discussion/reporting to align activities with goals and actions								
10.3.a	Conduct annual Strategic Plan implementation workshops in each region	H						TM	<b>ALL</b>
10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC, etc.	H	MO					TM	<b>ALL</b>

**KEY TO PARTNER CODES:** BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish, Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council